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## ABSTRACT

At the request of the Illinois Community College Board's (ICCB's) Committee on Foundations, the ICCB surveyed the state's public community college district to determine the purposes, resources, and activities of the colleges' foundations. The study found that all of the community college districts, except one, have foundations to assist them in maintaining, developing, supporting, increasing, and extending their facilities, services, and programs. Other survey findings included the following: (1) the foundations had an average of 22 board members, who were usually selected by nomination and/or election; (2) the colleges estimated that their foundations generated a total of \$9.1 million in resources during fiscal year 1989; (3) on an individual foundation basis, resources generated ranged from \$25,500 to \$1.1 million, with an average of \$216,564 per foundation; (4) in addition to cash revenues, the colleges estimated that the foundations received \$1,157,000 worth of donated items in fiscal year 1989; (5) the major types of events sponsored by the foundations during 1989 were general campaigns to solicit money (through telephone, mail, or other direct contact solicitations), sporting events to raise money, and fund- and friend-raising dinners or luncheons; (6) the most successful and rewarding foundation activities were scholarships, awards, and recognition programs; and (7) the most frequently given suggestion for enhancing foundations was greater selectivity in choosing foundation board members. Appendixes include the survey instrument, a list of Illinois community college foundations, and suggestions for foundation improvement. (WJT)

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REPORT ON ILLINOIS PUBLIC COMMUNITY  
COLLEGE FOUNDATIONS

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## INTRODUCTION

At the request of the ICCB Committee on Foundations in December 1989, the ICCB staff conducted a survey of foundation purposes, resources, and activities. (See Appendix A for copy of survey instrument.) This report presents a summary of the results of that survey.

### Status and Purposes of Foundations

All of the community college districts except one have foundations to assist them in various ways. The remaining college, State Community College, reported it has plans to establish one. Of the multi-college districts, City Colleges of Chicago has one district foundation while Black Hawk and Illinois Eastern have separate foundations for each college. In total, 42 foundations supporting community college activities exist.

The first foundation was established at Highland Community College in 1962. During the remainder of the 1960s, nine other foundations were established. Twenty foundations were formed in the 1970s, and the remaining 12 were started in the 1980s with the last established at Illinois Central College in 1988.

The colleges reported eight major purposes for their foundations. The most common, reported by 21 colleges, was to maintain, develop, support, increase, and extend facilities, services and programs of the college. The other purposes are related to this broad purpose. Eighteen colleges listed soliciting, receiving, and holding gifts for charitable and educational purposes. Twelve colleges cited administering scholarships, grants, loans, and property as a major purpose. Seven colleges indicated one of the purposes was to fund items not funded by local, state, and federal monies. Four specifically cited providing land suitable for construction of campus. Three indicated providing cultural enrichment opportunities as a purpose. Promoting campus beautification and promoting friends of the library program were cited by one college as purposes.

### Staffing and Board Composition

Each college was asked to provide the name of the person responsible for directing the efforts of the college foundation and percentage of that person's time devoted to this function. Five colleges listed the president as the responsible individual in which case from two to fifteen percent of the president's time was devoted to directing foundation efforts. Other colleges listed public relations and resource development officers as the responsible individual. The most frequently listed amount of time spent on oversight of foundations by the responsible individuals was 50 percent reported by 10 colleges. Four colleges indicated that 100 percent of responsible party's time was devoted to foundation efforts. These individuals were all foundation

directors. The average amount of time devoted to the foundations efforts by the individuals directly responsible for such was 38 percent of their time. A listing of the foundations, dates of establishment, and persons responsible for foundation efforts is in Appendix B.

The average number of board members is twenty-two with the memberships ranging from a low of six to a high of 41. There was no consistent pattern to the number of board members. The most frequently occurring number of board members was 20, the number reported by six colleges.

Board members are selected in most instances by nomination and/or election by the majority of foundation board members. Twenty-nine of the foundations use this method of selection. Several foundations have nominating committees comprised of current board members, foundation directors, and in some instances the college president. Five colleges reported that the members are elected by the foundation board but are subject to ratification by the college board of trustees. Three colleges reported that potential board members are interviewed prior to appointment. In addition to the appointed or elected members, several colleges have ex-officio members such as the college president or other college administrators and board of trustee representation.

The foundation boards meet from three to 12 times a year. Fifteen of the foundations meet four times annually and 10 meet bimonthly. Five meet on a monthly basis. The number of board members and the frequency of their meetings for each foundation are in Appendix C.

#### Foundation Resources

The colleges estimated that their foundations generated a total of \$9.1 million in resources during fiscal year 1989. On an individual foundation basis, resources generated ranged from \$25,500 to \$1.1 million with an average of \$216,564 per foundation. The highest amount of revenue came from cash revenues with an estimated total of \$7,636,386. Generated cash revenues ranged from \$25,000 to \$1,050,000 with an average of \$181,819 per foundation.

In addition to cash revenues, the colleges estimated the foundations received \$1,157,000 worth of donated items in fiscal year 1989. Twenty colleges reported the receipt of such items ranging in total value from \$500 to \$286,100.

Another \$111,210 worth of generated resources came in the form of donated services. Ten colleges reported resources in this area ranging in value from \$845 to \$50,000.

In addition to cash revenue, donated items, and donated services, eight colleges reported resources from other sources totaling \$188,211. Most of this revenue was from interest and investments.

During fiscal year 1989 the total cost of operating the college foundations amounted to \$1,777,676 with approximately 57 percent of this being paid by foundation funds and the remainder paid by college funds. There was wide variation in operating expenses incurred by the foundations. One college reported foundation expenses of only \$1,500, while the greatest expenses incurred by an individual foundation was \$282,765. Eighteen of the 42 foundations incurred expenses paid by both the foundation and the college. Four colleges paid the total cost of operating their foundations while the costs for the remaining 20 foundations were paid through foundation funds. The largest expenditure was for salaries which totaled \$834,775. Approximately two-thirds of the salary expenditures were paid out of college funds.

A comparison of generated resources to total cost of operating the foundation in fiscal year 1989 shows that only one foundation's operating expenditure exceeded its generated resources. Five others spent approximately the same amount as they generated. Three generated approximately \$2.00 for each \$1.00 of operating costs. Fifteen foundations generated \$3.00 to \$5.00 in resources for each \$1.00 spent on operations. One foundation generated \$60.00 and another \$144.00 per \$1.00 spent.

#### Assets

The 42 community college foundations reported total assets of \$24.4 million at the end of fiscal year 1989 averaging \$581,500 per college. Again, there was wide variation in the amount of assets reported by the foundations. The smallest reported was \$50,000 while the largest amounted to \$2.9 million. Eight foundations reported having over \$1 million in assets.

#### Major Contributions During Fiscal Year 1989

In describing the major contributions made to the college by the foundation during fiscal year 1989, the colleges reported contributions amounting to more than 3.8 million dollars. Thirty-eight of the 42 colleges reported granting of scholarships among the most important contributions made by their foundations. Over \$1.5 million were contributed toward scholarships, loans, and other financial aid. These contributions ranged in amount from \$2,000 to \$200,000 per foundation.

The second largest contribution was for equipment. Nearly \$1 million worth of equipment was donated to 21 colleges through the efforts of their foundations during fiscal year 1989. These contributions ranged from \$1,200 to \$232,620 per foundation.

The third largest area for contributions was for buildings and grounds and campus beautification. Over \$666,000 was contributed by the foundations for this purpose. Other areas listed by the colleges as major areas of foundation contribution included resources for faculty/staff development, learning resource centers, conferences, and collegiate tournaments.

### Other Major Benefits

The most frequent response given in describing major benefits of the foundation to the college other than the monetary contributions listed in the previous section was in the area of building good will for the college. Several colleges specifically mentioned the benefit of building partnerships and soliciting support from businesses and corporations as well as the community in general.

### Major Fund Raising and Friend Raising Events

Three major types of events were sponsored by the foundations during 1989. Over half of the foundations participated in general campaigns to solicit money through telephone, mail, or other direct contact solicitations. Twenty foundations sponsored sporting events to raise funds, with golf tournaments being the most popular event. Approximately the same number sponsored fund and friend raising dinners or luncheons.

In addition to participating in general fund raising campaigns, at least four foundations spearheaded efforts to raise funds for special projects. Other methods of fund and friend raising events during fiscal year 1989 included the sponsorship of concerts, theatrical presentations, dances, and auctions. A list of the major fund and friend raising activities of the colleges during 1989 are found in Appendix D.

### Successful and Rewarding Foundation Activities

High on the list of the most successful and rewarding activities of the foundations were scholarships, awards, and recognition programs with sixteen of the colleges thus indicating. Nine of the 20 colleges sponsoring sporting events listed these among their most successful activities. Six of the twenty colleges that conduct fund raising campaigns listed these as the most successful and rewarding. The complete list of activities can be found in Appendix E.

### Suggested Enhancements for Foundations

The colleges were asked to provide suggestions for colleges that desire to enhance their college foundations. The list of suggestions is found in Appendix F. The most frequent suggestion dealt with the selection of foundation board members. Suggestions included being selective in membership, attracting recognizable, diversified, yet active board members with leadership and organization skills.

Several colleges suggested the foundation obtain a comprehensive long-term plan from the college with specific needs and goals. The suggestion was made that these plans be reviewed on a continuous basis so that the foundation is working to accomplish what is most needed by the college.

Several colleges also felt it is important to establish a strong cooperative working relationship between the college and the foundation with the college keeping the foundation informed and active in college activities.

Another suggestion coming from multiple colleges was to employ a full-time staff member whose only responsibility is the foundation and provide him/her with appropriate clerical support.

Two suggestions came from five colleges. One was to promote public awareness of the foundation's function and create a good public image. The second was the importance of having the support and involvement of the college president with the president serving as a liaison between the college and the foundation board.

#### ICCB Involvement

The colleges were asked what ICCB should do to help the community colleges enhance their college foundations. The suggestion that occurred most frequently was to provide workshops (both basic and advanced) and educational programs with an exchange of ideas and training in creating successful foundations. They also suggested that ICCB provide a registry of college foundations along with resource materials and networking of ideas on what activities (fund raising and special events) foundations are sponsoring.

Other multiple suggestions included establishing incentives and promoting legislation supporting matching funds, continuing to work with the Illinois Resource Development Commission to help inform professionals working with foundations, and encouraging college leaders, trustees, administrators, and presidents to become donors and supporters to meet with and assist one another. Three colleges felt the state should not become involved because the foundations needed to remain a local effort to meet local needs. A complete list of suggestions is found in Appendix G.

APPENDIX A

SURVEY ON COLLEGE FOUNDATIONS

The Illinois Community College Board recently established a Board Committee on Foundations. The Committee was formed to look at ways the Board can be of assistance to those colleges that do not have foundations but would like to establish them and also to ascertain what assistance the Board can be to those colleges that currently have foundations. The attached survey is designed to help the Committee determine the current status of community college foundations in Illinois. The results of the survey will be used by the Committee in addressing its above stated mission. The results will be compiled in a report to the Board and the system. Financial data will be presented in aggregated statewide figures and will not be published by individual college foundations. Your assistance in this matter is appreciated by the Board and its staff.

APPENDIX A

Illinois Community College Board

SURVEY OF COLLEGE FOUNDATIONS

1. Does your college have a foundation? Yes \_\_\_\_\_ No \_\_\_\_\_
- a. If yes, when was it established? \_\_\_\_\_
- b. If no, are there plans to establish a foundation? \_\_\_\_\_
- If you answered "no" to Item 1, skip Items 2 through 13.

2. What is the purpose of the college foundation?

3. Please indicate the name of the person who is responsible for directing the efforts of the college foundation and percentage of that person's time devoted to this function.

Name \_\_\_\_\_

Title \_\_\_\_\_

Percent of Time \_\_\_\_\_ %

4. Please indicate the number of college staff assigned to the college foundation.

Administrative Staff

Clerical/Classified Staff

Full time \_\_\_\_\_

Full time \_\_\_\_\_

Part time \_\_\_\_\_

Part time \_\_\_\_\_

FTE \_\_\_\_\_

FTE \_\_\_\_\_

5. Please describe the composition of the foundation board:

Number of board members \_\_\_\_\_

Number of board meetings per year \_\_\_\_\_

Describe the Board selection process:

6. What was the total estimated value of resources generated by the foundation in fiscal year 1989?

|                               |    |
|-------------------------------|----|
| a. Cash Revenue:              | \$ |
| b. Value of Donated Items:    | \$ |
| c. Value of Donated Services: | \$ |
| d. Other:                     |    |
|                               | \$ |
|                               | \$ |
| <b>TOTAL VALUE</b>            | \$ |

7. What was the annual cost of operating the college foundation during fiscal year 1989?

|                          | PAID BY:   |         | Total |
|--------------------------|------------|---------|-------|
|                          | Foundation | College | Cost  |
| a. Staff Salaries:       | \$         | \$      | \$    |
| b. Operating Expenses:   | \$         | \$      | \$    |
| c. Indirect Costs:       | \$         | \$      | \$    |
| d. Other:                |            |         |       |
|                          | \$         | \$      | \$    |
|                          | \$         | \$      | \$    |
| <b>TOTAL ANNUAL COST</b> | \$         | \$      | \$    |

8. What was the amount of the foundation's total assets at the end of fiscal year 1989? \$

9. Please describe the major contributions made to the college by the foundation during fiscal year 1989 (scholarships, building projects, equipment, etc.). If more space is needed, please attach list.

| Contribution Item | Value |
|-------------------|-------|
|                   | \$    |
|                   | \$    |
|                   | \$    |

10. Please describe other major benefits of the foundation to the college.

11. Please describe the major fund raising and/or friend raising activities of the college foundation during fiscal year 1989.
12. What one or two activities of the foundation do you consider to be the most successful and rewarding?
13. What suggestions do you have for colleges that desire to enhance their college foundations?
14. What do you think the ICCB should do to help the community colleges enhance their college foundations?

Thank you very much for completing this survey.

College Name \_\_\_\_\_ District # \_\_\_\_\_

Name of Person Responding: \_\_\_\_\_

Title: \_\_\_\_\_

Phone Number: (\_\_\_\_) \_\_\_\_\_ extension \_\_\_\_\_.

Please return survey by December 29, 1989 to: Virginia K. McMillan  
Deputy Director for Research  
Illinois Community College Board  
509 South Sixth Street, Room 400  
Springfield, IL 62701-1874  
(217) 785-0154

## APPENDIX B

## ILLINOIS COMMUNITY COLLEGE FOUNDATIONS

|                             | YEAR ESTABLISHED | NAME/TITLE PERSON RESPONSIBLE FOR DIRECTION OF FOUNDATION     | % OF TIME |
|-----------------------------|------------------|---------------------------------------------------------------|-----------|
| 52201 Belleville            | 1975             | KATHY O'DELL/DIRECTOR                                         | 50        |
| 50300 Black Hawk Dist       |                  |                                                               |           |
| 50302 East                  | 1967             | DR CHARLES O MARTIN/PRESIDENT                                 | 10        |
| 50301 Quad                  | 1982             | CHARLES E LAMS/EXEC DIR(FOUND), EXEC VICE-CHANCELLOR(COLLEGE) | 15        |
| 50800 Chicago Dist          | 1984             | JAMES W. ROTHMAN/PRESIDENT & EXECUTIVE DIRECTOR               | 100       |
| 50701 Danville              | 1964             | MARLENE H. CANNON/EXECUTIVE DIRECTOR                          | 50        |
| 50201 DuPage                | 1967             | D RICHARD PETRIZZO/VICE PRESIDENT, EXTERNAL AFFAIRS           | 40        |
| 50901 Elgin                 | 1984             | DR DONALD E MATERS/VP FOR CORPORATE DEVELOPMENT               | 25        |
| 51201 Harper                | 1973             | RAYMOND R DEVERY/DIR OF DEVELOPMENT & EXTERNAL AFFAIRS        | 100       |
| 51901 Highland              | 1962             | SANDRA HASTING/EXECUTIVE DIRECTOR                             | 50        |
| 51401 Illinois Central      | 1988             | KARL K. TAYLOR/EXECUTIVE DIRECTOR                             | 50        |
| 52900 Illinois Eastern Dist |                  |                                                               |           |
| 52904 Frontier              | 1976             | ROBERT H BOYLES/PROGRAM DIRECTOR OF ADULT & CONTINUING ED     | 20        |
| 52901 Lincoln Trail         | 1970             | GIL PHILLIPPE/EXECUTIVE DIRECTOR                              | 50        |
| 52902 Olney Central         | 1971             | STEPHEN J KRIDELBAUGH/PRESIDENT OF THE COLLEGE                | 2         |
| 52903 Wabash Valley         | 1963             | LOUISE ACREE/DIR OF PUBLIC INFORMATION & MARKETING            | 25        |
| 51301 Illinois Valley       | 1976             | WILLIAM L DANLEY/DIRECTOR                                     | 5         |
| 52501 Joliet                | 1973             | CHARLES LOCNARY/DIR INSTITUTIONAL ADVANCEMENT                 | 95        |
| 52001 Kankakee              | 1969             | MAURICE M MAHUEL/VP FOR STUDENT SERVICES                      | 5         |
| 50101 Kaskaskia             | 1966             | RAYMOND D MOODS/PRESIDENT                                     | 10        |
| 52301 Kishwaukee            | 1971             | MRS JANICE BRADBURY/DIR OF COLLEGE DEVELOPMENT                | 50        |
| 53201 Lake County           | 1974             | CHAS J SCHULZE, JR/VP DEVELOPMENT/EXEC DIR FOUNDATION         |           |
| 51701 Lake Land             | 1970             | DR CAROL S SANDERS/VP COMMUNITY SERVICES & ECON DEVELOPMENT   | 40        |
| 53601 Lewis & Clark         | 1973             | DR J NEIL ADMIRE/PRESIDENT                                    | 10        |
| 52601 Lincoln Land          | 1968             | JOHN GIAVARAS/VP COMMUNITY RELATIONS                          | 20        |
| 53001 Logan                 | 1971             | DR BLANCHE SLOAN/EXECUTIVE DIRECTOR                           | 25        |
| 52801 McHenry               | 1960             | POSITION CURRENTLY OPEN                                       |           |
| 52401 Moline Valley         | 1984             | JULIA SOMMER/EXECUTIVE DIRECTOR                               | 100       |
| 52701 Morton                | 1976             | KAREN QUERFURTH/ADMIN SECRETARY-PRESIDENT'S OFFICE            | 40        |
| 53501 Oakton                | 1977             | CAROL DAVIS/EXECUTIVE DIRECTOR                                | 20        |
| 50501 Parkland              | 1972             | POSITION VACANT/DIRECTOR OF PARKLAND COLLEGE FOUNDATION       | -         |
| 51501 Prairie State         | 1973             | ROBERT ANDERSON JR/DIR OF DEVELOPMENT & COMMUNITY RELATIONS   | 50        |
| 52101 Rend Lake             | 1979             | BOB CARLOCK/EXECUTIVE DIRECTOR                                | 20        |
| 53701 Richland              | 1980             | DAN HASH/EXEC DIR OF THE RCC FOUNDATION                       |           |
| 51101 Rock Valley           | 1980             | SUZANNE BENNETT/EXECUTIVE DIRECTOR                            | 100       |
| 51801 Sandburg              | 1969             | PHILLIP HACKETT/DEAN OF STUDENT SERVICES                      | 20        |
| 50601 Sauk Valley           | 1965             | KAREN K KYLEN/DIR PLANNING & RESOURCE DEVELOPMENT,            | 20        |
| 53101 Shawnee               | 1986             | MARTI CLARKE/PUBLIC RELATIONS COORD, FOUNDATION DIRECTOR      | 50        |
| 51001 South Suburban        | 1976             | DR JANEY MCKENZIE/DEAN                                        | 50        |
| 53301 Southeastern          | 1983             | BRITTAIN A BLAIR/EXECUTIVE OFFICER OF SIC FOUNDATION          | 50        |
| 53401 Spoon River           | 1979             | DR ROBERT S SMOICH/DEAN OF PERSONNEL & COMMUNITY SERVICES     | 10        |
| 50401 Triton                | 1985             | MELANIE L/L MONICA/ASSOCIATE DEAN, GRANTS                     |           |
| 51601 Union                 | 1978             | DONALD J MANNING/DEAN OF FINANCE/EXECUTIVE DIR FOUNDATION     | 5         |
| 53901 Wood                  | 1984             | ALANA FLYNN/FOUNDATION EXEC DIR & COORD SPECIAL PROJECTS      | 75        |

TOTALS/AVERAGES YES-42

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SOURCE: Survey of Illinois Community Colleges

# APPENDIX C

## COMPOSITION OF FOUNDATION BOARDS

|                             | # BOARD MEMBERS | # BOARD MEETINGS/YR |
|-----------------------------|-----------------|---------------------|
| 52201 Belleville            | 12              | 11                  |
| 50300 Black Hawk Dist       |                 |                     |
| 50302 East                  | 9               | 4                   |
| 50301 Quad                  | 15              | 7                   |
| 51801 Carl Sandburg         | 23              | 4                   |
| 50800 Chicago Dist          | 24              | 3                   |
| 50701 Danville              | 36              | 3                   |
| 50201 DuPage                | 24              | 6                   |
| 50901 Elgin                 | 30              | 5                   |
| 51201 Harper                | 25              | 5                   |
| 51901 Highland              | 41              | 4                   |
| 51401 Illinois Central      | 15              | 4                   |
| 52900 Illinois Eastern Dist |                 |                     |
| 52904 Frontier              | 20              | 6                   |
| 52901 Lincoln Trail         | 21              | 12                  |
| 52902 Olney                 | 20              | 6                   |
| 52903 Wabash Valley         | 30              | 11                  |
| 51301 Illinois Valley       | 11              | 4                   |
| 52501 Joliet                | 28              | 6                   |
| 52001 Kankakee              | 35              | 4                   |
| 50101 Kaskaskia             | 20              | 4                   |
| 52301 Kishwaukee            | 20              | 4                   |
| 53201 Lake County           | 29              | 4                   |
| 51701 Lake Land             | 18              | 4                   |
| 53601 Lewis & Clark         | 11              | 4                   |
| 52601 Lincoln Land          | 7               | 4                   |
| 53001 Logan                 | 35              | 11                  |
| 52801 McHenry               | 13              | 12                  |
| 52401 Moraine Valley        | 27              | 6                   |
| 52701 Morton                | 18              | 5                   |
| 53501 Oakton                | 22              | 4                   |
| 50501 Parkland              | 13              | 4                   |
| 51501 Prairie State         | 36              | 6                   |
| 52101 Rend Lake             | 20              | 12                  |
| 53701 Richland              | 15              | 6                   |
| 51101 Rock Valley           | 40              | 12                  |
| 51801 Sandburg              | 23              | 4                   |
| 50601 Sauk Valley           | 18              | 6                   |
| 53101 Shawnee               | 21              | 12                  |
| 51001 South Suburban        | 23              | 4                   |
| 53301 Southeastern          | 16              | 4                   |
| 53401 Spoon River           | 18              | 9                   |
| 50401 Triton                | 6               | 0                   |
| 51601 Waubonsee             | 25              | 4                   |
| 53901 Wood                  | 20              | 6                   |
| AVERAGES                    | 22              | 6                   |

APPENDIX D

MAJOR FUND RAISING AND/OR FRIEND RAISING ACTIVITIES  
OF COMMUNITY COLLEGES DURING FY89

1. SPORTS EVENTS (20)
  - GOLF TOURNAMENT/OUTING (17)
    - 50201, 50101, 50301, 50701, 51601, 52001, 52101, 52201, 52301, 52401, 52801, 53001, 53101, 53201, 53301, 53601, 53901
  - TENNIS TOURNAMENT (2)
    - 53101, 53601
  - QUAD CITY DOWNS (1)
    - 51801
2. DINNERS, LUNCHEONS, ETC. (19)
  - DINNER/DANCE (7)
    - 50201, 50302, 52501, 52903, 52301, 52401, 52101
  - DINNER W/NAT'L CELEBRITY (1)
    - 51501
  - CHANCELLORS REPORT TO COMMUNITY LUNCHEON (1)
    - 50800
  - QUARTERLY BREAKFAST WITH COMMUNITY & BUSINESS LEADERS (1)
    - 50901
  - ECONOMIC FORECAST BREAKFAST (1)
    - 51501
  - LUNCH WITH THE COACH (1)
    - 52001
  - GALLERY BRUNCH (1)
    - 53201
  - COCKTAIL FUND RAISER (2)
    - 52601
  - BEARS BRUNCH-INDOOR TAILGATE PARTY (1)
    - 50201
  - DISTINGUISHED PROFESSORS RECEPTION (1)
    - 50800
  - COLLEGE PRESIDENT'S CHRISTMAS PARTY (1)
    - 52901
  - THEATRE BENEFIT PARTY (1)
    - 51101
3. ANNUAL CAMPAIGN (12)
  - 50701, 51101, 51201, 51501, 51701, 51801, 52101, 52901, 52902, 53001, 53301, 53401
4. DIRECT CAMPAIGNS (11)
  - DIRECT MAIL (6)
    - 50101, 50301, 50601, 50901, 51101, 52901
  - PERSONAL SOLICITATION (3)
    - 52601, 53001, 53701
  - "CHRISTMAS WISH LIST" MAILER (1)
    - 50302
  - DIRECT APPEAL (1)
    - 51401
5. FUND RAISING FOR AND AWARDING SCHOLARSHIPS (6)
  - 51601, 51901, 52501, 53301, 53401, 53901

6. SPECIAL PROJECT CAMPAIGNS (4)
  - CLOCK & TOWER RESTORATION DRIVE (1)
    - 50701
  - CAMPUS BEAUTIFICATION PROGRAM (1)
    - 50301
  - LIBRARY EXPANSION CAMPAIGN (1)
    - 52301
  - CAMPAIGN FOR TECHNOLOGY CENTER (1)
    - 51101
7. ENDOWMENT CAMPAIGN (3)
  - 50601, 51901, 52401
8. DANCES (3)
  - FORMAL DANCE (2)
    - 50601, 53201
  - SPRING DANCE (1)
    - 53001
9. MUSICALS/PRESENTATIONS (2)
  - PHANTOM OF THE BAR SHOW (1)
    - 53501
  - LYRIC OPERA (1)
    - 53501
  - SHAKESPEARE FESTIVAL (1)
    - 53201
10. CONCERTS (2)
  - JAZZ UP SUNDAY (1)
    - 52201
  - DONOR DRIVE BENEFIT CONCERT (1)
    - 51001
11. CORPORATE/BUSINESS SOLICITATION (2)
  - 1ST TIME SOLICITATION TO SMALL BUSINESS (1)
    - 52701
  - CORPORATE SOLICITATION PROGRAM (1)
    - 50201
12. ALUMNI CAMPAIGNS (2)
  - ALUMNI UPDATE PROJECT (1)
    - 53401
  - PHONATHON TO ALUMNI (1)
    - 51101
13. RECOGNITION EVENT (2)
  - 51501, 53201
14. AUCTION (2)
  - 53301, 53601
15. PROCEEDS FROM FARM (1)
  - 50302
16. CENTURY (\$100) CLUB DRIVE (1)
  - 52001
17. PARTNERS IN EXCELLENCE (BANKS SHARE IN SPONSORING STUDENTS) (1)

52001

18. CULTURAL ARTS SERIES (1)  
52401

19. PAYROLL DEDUCTIONS (1)  
53101

## APPENDIX E

### ACTIVITIES OF FOUNDATIONS THAT ARE MOST SUCCESSFUL & REWARDING

1. SCHOLARSHIPS & AWARDS (13)  
50101, 50302, 50402, 50501, 51302, 52001, 52301, 52501,  
52601, 52701, 52903, 52904, 53701, 53901
2. SPORTS EVENTS (9)  
GOLF TOURNAMENT 50101, 51601, 50701, 51601, 52001, 52201, 52801, 53101  
TEAMS CONTEST 52902
3. ANNUAL CAMPAIGN (6)  
50301, 50601, 51901, 52101, 52902, 53001
4. FUND DRIVES FOR BUILDING (5)  
LIBRARY EXPANSION PROJECT 52301  
CLOCK & TOWER RESTORATION DRIVE 50801  
BUILDING PROJECT FUND DRIVES 52301, 51901  
CAMPAIGN FOR TECHNOLOGY CENTER 51101
5. ENDOWMENT SOLICITATION (4)  
50601, 51901, 52401, 53301
6. BOARD INTERACTION (4)  
BOARD DEVELOPMENT 53201  
QUARTERLY BOARD MEETINGS 51701  
INTERACTION WITH BOARD MEMBERS 51801  
JOINT PLANNING MEETINGS WITH BOARD OF TRUSTEES 52801
7. PERSONAL SOLICITATION (3)  
51401, 51701, 53001
8. EDUCATIONAL GOALS (3)  
INVOLVEMENT WITH EDUCATIONAL GOALS 51201  
SEMINARS 51901  
SUPPORT FOR EDUCATIONAL PROGRAMS 50301
9. DINNER-DANCE/BALL (2)  
50601, 52401
10. BENEFIT CONCERT (2)  
51001, 52201
11. ART (2)  
ARTIST SERIES 52901  
ANNUAL ARTS COMPETITION 52902
12. SPECIAL EVENTS (2)  
51501, 52904
13. BREAKFAST EVENT (2)  
50901, 51501

14. AUCTIONS (2)  
53401,53601
15. CULTURAL EVENTS (1)  
51701
16. CAMPUS BEAUTIFICATION PROGRAM (1)  
50301
17. CHANCELLORS REPORT LUNCHEON (1)  
50801
18. MEMORIALS (1)  
52001
19. IMAGE BUILDING (1)  
53201
20. EDUCATIONAL DEVELOPMENT CAMPAIGN (1)  
51601
21. PAYROLL DEDUCTIONS (1)  
53401
22. PRESIDENT'S CIRCLE CLUB (1)  
52901
23. MONTHLY LUNCHEONS WITH PRESIDENT (1)  
53501
24. THEATRE BENEFIT PARTY (1)  
51101

## APPENDIX F

### SUGGESTIONS FOR COLLEGES THAT DESIRE TO ENHANCE THEIR FOUNDATIONS

1. BE SELECTIVE IN MEMBERSHIP; ATTRACT RECOGNIZABLE, DIVERSIFIED, YET ACTIVE BOARD OF DIRECTORS. LEADERSHIP AND ORGANIZATION ABILITIES ARE NECESSARY QUALITIES. (14)  
50301, 50601, 50801, 50900, 51101, 51301, 51701, 51901, 52601, 52903, 53101, 53601, 53701, 53901
2. OBTAIN COMPREHENSIVE LONG-TERM PLAN FROM COLLEGE, WITH SPECIFIC NEEDS AND GOALS, AND REVIEW CONTINUOUSLY. (8)  
50301, 50801, 51501, 51701, 52201, 53101, 53301, 53901
3. ESTABLISH A STRONG COOPERATIVE WORKING RELATIONSHIP BETWEEN THE COLLEGE AND FOUNDATION, REGARDING FOUNDATION AS A PRIORITY, KEEPING IT INFORMED AND ACTIVE IN COLLEGE'S ACTIVITIES. (8)  
50301, 50901, 51101, 51701, 52401, 52901, 52904, 53701
4. EMPLOY A FULL-TIME STAFF MEMBER WHOSE ONLY RESPONSIBILITY IS THE FOUNDATION AND PROVIDE HIM/HER WITH APPROPRIATE CLERICAL SUPPORT. (6)  
50301, 50401, 50501, 52301, 53101  
52801 (PART-TIME)
5. PROMOTE PUBLIC AWARENESS OF THE FOUNDATION'S FUNCTION AND CREATE A GOOD PUBLIC IMAGE. (5)  
50101, 50701, 52501, 53001, 53901
6. THE SUPPORT AND INVOLVEMENT OF THE COLLEGE PRESIDENT IS VERY IMPORTANT. HE SHOULD SERVE AS A LIASON BETWEEN COLLEGE & BOARD. (5)  
50301, 51101, 52401, 52901, 53901
7. PROVIDE ADEQUATE STAFF TIME FROM COLLEGE; BE AWARE THAT STAFF TIME IS PROPORTIONAL TO DONOR DOLLARS. (4)  
50601, 51101, 52001, 53401
8. ESTABLISH STRONG SPECIAL FUND RAISING ACTIVITIES, DEFERRED GIVING PROGRAMS, PAYROLL DEDUCTION PLANS, ANNUAL FUND DRIVES, ETC. (2)  
51601, 53301
9. INVEST IN DEVELOPING ALUMNI PROGRAMS. (1)  
50801
10. ENCOURAGE MEMORIAL GIFTS AND BEQUEATHS. (1)  
50701
11. ESTABLISH SCHOLARSHIPS FOR STUDENTS NOT QUALIFYING FOR FINANCIAL AID. (1)  
50701
12. DEVELOP A COMMITMENT FOR ASSISTANCE FROM A PROFESSIONAL FUND RAISER. (1)  
52701

13. TARGET MAJOR GIFTS (1)  
52101
14. PROVIDE BOARD WITH CONTINUING ORIENTATION AND TRAINING. (1)  
50601
15. MAKE CONTACTS WITH BUSINESSES AND INDIVIDUAL DONORS. (1)  
50101
16. EMPLOY PROFESSIONAL DEVELOPMENT OFFICERS AND HAVE ON STAFF A  
PROFESSIONAL ADVANCEMENT OFFICER. (1)  
51201
17. DO NOT MIX COLLEGE BOARD MEMBERS WITH FOUNDATION BOARD MEMBERS. (1)  
50201
18. EXECUTIVE DIRECTOR ALONG WITH ONLY FOUNDATION PERSONNEL CONTACT PRO-  
SPECTIVE DONORS, DIRECTORS, FRIENDS OF FOUNDATION & CORPORATIONS. (1)  
51001
19. PLACE EQUAL EMPHASIS ON EVERY PHASE OF FOUNDATION DEVELOPMENT SO  
THE PARTS CONSTITUTE A UNIFIED AND EFFECTIVE WHOLE. (1)  
53301
20. START WITH COMPUTERIZED RECORD-KEEPING. (1)  
53401
21. DEVELOP A 5 YEAR PLAN AND IMPLEMENT SLOWLY THROUGH SPECIAL EVENTS  
TO DEVELOP A FOLLOWING AND A DONOR BASE. (1)  
53501

APPENDIX G

WHAT ICCB SHOULD DO TO ENHANCE COLLEGE FOUNDATIONS

1. PROVIDE WORKSHOPS (BASIC & ADVANCED), EDUCATIONAL PROGRAMS, ETC. WITH EXCHANGE OF IDEAS AND TRAINING IN CREATING SUCCESSFUL FOUNDATIONS. (15)  
50101, 50201, 50301, 50501, 51001, 51101, 51701, 52201, 52301, 52601, 53001, 53101, 53301, 53401, 53901
2. PROVIDE A REGISTRY OF COLLEGE FOUNDATIONS; PROVIDE RESOURCE MATERIALS AND NETWORKING OF IDEAS ON WHAT ACTIVITIES (FUND-RAISING & SPECIAL EVENTS) FOUNDATIONS ARE SPONSORING. (9)  
50302, 52101, 52401, 52501, 52901, 52902, 52903, 52904, 53901
3. ESTABLISH INCENTIVES AND PROMOTE LEGISLATION (I.E. MATCHING FUNDS) (4)  
52001, 53001, 53501, 53601
4. CONTINUE TO WORK WITH ILLINOIS RESOURCE DEVELOPMENT COMMISSION TO HELP INFORM PROFESSIONALS WORKING WITH FOUNDATIONS. (3)  
50901, 53001, 53701
5. ENCOURAGE COLLEGE LEADERS, TRUSTEES, ADMINISTRATORS, PRESIDENTS TO BECOME DONORS & SUPPORTERS, TO MEET WITH & ASSIST ONE ANOTHER. (3)  
51001, 52601, 53701
6. AVOID ICCB REGULATIONS AND ALLOW FOUNDATIONS TO OPERATE WITHOUT ANY STATE INVOLVEMENT. THEY NEED TO REMAIN A LOCAL EFFORT TO MEET LOCAL NEEDS. (3)  
50302, 51601, 51901
7. GIVE MORE PUBLIC RECOGNITION AND NEWS MEDIA COVERAGE FOR GIFTS & RECIPIENTS. (2)  
50101, 51201
8. PROMOTE CORPORATE GIVING THRU THE "BUILDING BETTER COMMUNITIES PROGRAM". (1)  
50301
9. PROMOTE GIVING/SUPPORT DURING COMMUNITY COLLEGE MONTH. (1)  
50301
10. CONVINCE PRIVATE PHILANTHROPY THAT GIVING PRIVATE DOLLARS TO TAX SUPPORTED INSTITUTIONS CAN BE IN THEIR OWN BEST INTEREST. (1)  
50801
11. WORK WITH MAJOR CORPORATIONS TO OBTAIN FUNDS WHEN LOCAL COLLEGES ARE NOT ABLE TO GET RECOGNITION. (1)  
50901
12. REWARD FOR OUTSTANDING VOLUNTEERS. (1)  
51201

13. LEND A CHALLENGE TO CORPORATIONS THAT WILL NOT CONTRIBUTE TO PUBLIC INSTITUTIONS. (1)  
51201
14. ENCOURAGE MEMBERSHIP & PARTICIPATION IN NCRD AT STATE, REGIONAL, AND NATIONAL LEVELS. (1)  
53001
15. RECOGNIZE COST IN SUPPORTING THE OPERATING COSTS INVOLVED WITH APPROPRIATE FUNDING. (1)  
52701
16. COORDINATE POOLING OF INVESTMENTS OF ENDOWMENT DOLLARS. (1)  
51801
17. HELP WITH STAFFING AND EQUIPMENT. OFTEN COLLEGES HAVE DIFFICULTY PROVIDING THIS. (1)  
53401
18. WORK TOWARD DEVELOPMENT OF A STATE-LEVEL FOUNDATION IN COOPERATION WITH AT LEAST ONE OR TWO MAJOR CORPORATIONS TO BENEFIT THE ENTIRE SYSTEM. (1)  
52801

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